

Small-Scale Entrepreneurs' Success in Nakawa Division Kampala District Uganda

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Abstract

The study established the extent to which 386 out of 2200 purposively selected Small-Scale Entrepreneurs (SSEs) in Nakawa division Kampala District are successful in their ventures, using descriptive comparative and cross sectional survey designs. By means of a self made questionnaire data was collected to answer three questions; 1) profile of SSEs; 2) level of success; and 3) differences in levels of success. Data analysis using frequencies, means, t-test and ANOVA, revealed that more than 56% of SSEs in Nakawa division are men, majority are graduates, below 30 years, 63% are sole proprietorships, 50% employ less than 5 workers and 67% have been in business for less than five years. There was a moderate level of success internally (mean = 3.06) and externally (mean = 3.27). Success differed significantly according to; gender (male > female), education level (graduates > non graduates), age (50 and above > below 50), business form (joint ventures > sole proprietorship ventures) and years in business (5 years or above > less than 5 years). It was concluded that SSEs are less successful internally and more successful externally. Male entrepreneurs are more likely to succeed than females. Entrepreneurs who are educated, preferably up to a graduate level are more likely to succeed than those who are not. Younger entrepreneurs have less chances of success than old ones. Entrepreneurs with joint ventures are more likely to succeed than sole proprietorships. The more years one manages a venture the more chances of success and vice versa. It was recommended that there is need to promote education of SSEs on formation of joint ventures; and entrepreneurial skills be made mandatory in institutions' curricula. Avenues

to increase SSEs revenue and profits should be undertaken, e.g. forming strong associations, looking for bigger markets, reducing taxes and license fees.

Key Words: *Success, small-scale entrepreneur, venture, enterprise, business, entrepreneur*

Background

In all countries entrepreneurs are catalysts for economic growth through innovation and job creation (Kelly et al, 2011). They are therefore critical to the development and well-being of society. Therefore, understanding their success is critical for proper policy guidelines. In Uganda, local entrepreneurs have not been performing well since colonial days, as most enterprises were in the hands of foreigners. After independence, a few Ugandans in Kampala started small-scale enterprises (SSE) for profit (Musiime, 2007), leaving medium and large-scale enterprises to Asians. Musiime (2007) noted that Ugandan small-scale entrepreneurs (SSEs) lacked skills in business know-how, bookkeeping, and raising capital, which limited their success. This became more vivid in 1972, when Asians were expelled, local entrepreneurs who took or opened up shops in Kampala hardly survived for a year and the country was dragged into business crisis (Musiime, 2007). Of recent, the Government has encouraged entrepreneurs by reducing interest rates, taxes on imported capital goods and allocation of gazetted areas for SSEs (Bbumba, 2009).

Many theories explain factors affecting success of entrepreneurs; for example environmental and individual schools of thought by Hanns & Freeman, 1977 (in Revander & Racculla, 2001). The Environmental school asserts that, entrepreneurial performances that lead to success are affected by external factors, while the individual school focuses on personality traits shared among successful entrepreneurs such as social skills, motivation, need for achievement, need for independence, responsibility, determination and power.

This study was conducted in Nakawa Division Kampala District, the abode of most SSEs, in welding, metal works, sole shops, schools, restaurants and other professional firms. Although Uganda ranks high on entrepreneurial index in the world (Namatovu et al, 2010), mortality rate of new SSE is very high (Lois & Annette,

2005). Ishengoma & Kappel (2008) noted that most SSE in Uganda die in their first two years, majority employ less than 5 workers and contribute less than 20% to GDP. According to Ssempebwa, 78% of SSEs in Kampala are constrained and so have limited chances of success (MoFPED, 2008). While this problem is well documented, a few researchers (e.g. Mayanja, 2001; Tushabomwe-Kazooba, 2006) have bothered to examine the extent to which these firms are successful at a micro level. This necessitated a study to cover this gap by examining the; i) profile of SSEs; ii) level of success of SSEs; and iii) establish if there are significant differences in level of success according to demographic characteristics of SSEs in Kampala.

Conceptualization

In order to establish the extent to which small scale entrepreneurs in Nakawa Division, Kampala district are successful, the study involved a conceptualisation and operationalisation of the term entrepreneurial success by dissecting it into constructs including entrepreneur, small-scale enterprise and entrepreneurial success and obtained views, ideas and opinions from experts and scholars in the field of entrepreneurship.

Entrepreneur

An entrepreneur is a person who initiates, organise and re-organise resources and undertakes risks of establishing a new venture (Hisrich, 2000). To Bygrave (2004), an entrepreneur as a person who perceives an opportunity and creates an organisation to pursue it. The University of Pretoria defines an entrepreneur as a person, who sees a market opportunity, gathers resources, creates and grows a business venture to satisfy these needs, undertakes venture risks, and is rewarded with profit if it succeeds (Kunene, 2008).

Small-scale Entrepreneur/ Enterprise

A small-scale entrepreneur is defined as an individual who initiates, owns and runs a SSE. A SSE is defined differently basing on many factors. Richard & Donald (1992), defined a SSE as; "one independently owned and operated, and not dominant in its field of operation" (p.56). Broom et al (1983) identified the criteria used to measure the size of a venture being small or large, as; number of employees, sales volume, assets size, insurance in force and volume of deposits, but this study concentrated on the first three measures.

Entrepreneurial Success

Entrepreneurial success is defined as the level and extent to which the entrepreneur's venture meets owner's objectives and society's expectations (Cohen, 1993). According to Emeric (1998), entrepreneurial success construct involves economic success and entrepreneur's satisfaction. Regarding the later, some SSEs take themselves as successful because their ventures support a certain life style, even though they earn a smaller income than when they were employees. Nieman et al (2003) defined successful entrepreneurs as having a business longer than two years, having more than five but less than 30 workers, making a profit and increase in assets.

To Cohen (1993), success dimensions are grouped into personal and environmental. Personal success includes experience, satisfaction, adaptability and exposure. Environmental success includes relationships with others (e.g. customers, subordinates and friends). This study considered personal success as internal and environmental success as external. Internal success involved personal benefits like increased profits, sales, personal satisfaction, expansion, etc, while external success involved benefits to society where the business is located and include increased job opportunities, output, improved quality, relations, trained people, increased assets, etc.

The conceptualisations above indicate that entrepreneurial success is measured using various dimensions such as personal satisfaction and satisfaction of expectations of the society. Many researchers have identified various indicators of venture success whether personal or societal; Newton (2001) considered increased productivity, competitiveness, market share, profit and opening branches; Bosma et al (2000) considered increased trained people, satisfaction and long term survival. To Emeric (1998) success can be measured subjectively using perceptions of entrepreneurs and

objectively using economic performance such as efficiency, growth, profit, size, liquidity and market share. This study used perceptions to measure their success.

Methodology

The study followed an ex-post facto, descriptive comparative and cross-sectional survey design. It was ex-post facto since the researcher had no control over variables and sought to report what existed (Cooper & Schindler, 2008); descriptive comparative survey since the researcher described and compared levels of success of a big sample of SSEs, using demographics such as gender, age, education and workers.

The target population of this study was 2200 SSEs from Nakawa Division in Kampala District (Uganda business register, 2008), out of whom 1364 were professionals and 836 were non professionals. The sample consisted of 386 SSEs owners selected through stratified and purposive sampling. This sample consisted of 189 professionals and 197 non-professionals. For professional owners, the entrepreneur had a primary, secondary school or a health services business. For non-professional firms, the entrepreneur selected had to own a retail or a whole sale shop or a restaurant.

A researcher made questionnaire was used consisting of eight bio data questions and 28 five points Likert scaled items on success, divided into two; 10 items on personal success and 18 items on external success, where 1 = very low or no increase at all; 2=low; 3=moderate; 4=high increase; 5=very high increase.

Construct validity was used to ensure content validity using factor analysis, results of which showed that the internal questions had a variance of 58.447% while for external success it was 61.129, hence items were valid in explaining the constructs in instrument. Reliability of data collected was tested using Cronbach's coefficient alpha, results of which showed a high degree of reliability (overall Cronbach's alphas 0.914).

Frequency counts and percentages were used to analyse data on profile of SSEs. Means were computed to measure the level of SSEs success, which reflected strengths and weaknesses. For interpretation of means, the following numerical values and descriptions were used:

<i>Mean Range</i>	<i>Description/ Response Mode</i>	<i>Interpretation</i>
4.21-5.00	Very high increase	Very successful
3.41-4.20	High increase	Successful
2.61-3.40	Moderate	Fairly successful
1.81-2.60	Low increase	Unsuccessful
1.00-1.80	Very low or no increase at all	Very unsuccessful

At bivariate level, the Student's two independent samples t-test and Fisher's One Way ANOVA were used to establish whether success differed significantly according to demographic characteristics of SSEs at 0.05 level of significance.

Findings and Discussions

Data were analysed as they relate to the study objectives and results presented in the following four tables.

Respondents' Profile

Table 1: Profile of Small Scale Entrepreneurs in Kampala

Major Category	Sub-category	Frequency	Per cent
Sex	Male	196	56
	Female	154	44
	Total	350	100
Education Level	Primary	3	1
	Secondary	73	21
	College certificate	77	22
	Diploma	90	26
	Degree	108	31
	Total	350	100
Age Group	Below 30 years	164	47
	30 - 49 years	161	46
	50 and above	25	7
	Total	350	100
Business Form	Sole proprietorship	220	63
	Partnership	80	23
	Limited company	50	14

	Total	350	100
Business Sector	Business Services (e.g. schools & health)	137	39
	Communication (telephones & computers)	38	11
	Foods and Drinks (restaurant)	38	11
	Stationary and printing art and designs	32	9
	Other forms	105	30
	Total	350	100
Number of Workers Employed	Below 5	167	49
	5 - 9 workers	36	10
	10 -14 workers	43	12
	15 -19 workers	29	8
	20 and above	75	21
	Total	350	100
Years in Business	Below 5years	235	67
	5 - 9 years	84	24
	10 and above	32	9
	Total	350	100

Source; Primary data, May 2011

Table 1 indicated that most SSEs were male 196(56%), compared to females 154(44%). This coincided with Lois & Annette (2005) who showed that female entrepreneurs in Uganda contribute over 45%.

Concerning education level, most SSEs in Nakawa Division were graduates 108(31%), consistent with MoFPED (2008) showing that 60% of the small and medium enterprises in Uganda are started by educated people, basically graduates. In respect to age, SSEs below 30 years were majority 164 (47%) which is consistent with Lois & Annette (2005) that most SSEs in Uganda are in the age bracket of 30s or below. For business form, sole proprietorships dominated others (220, 63%), which is in conformity with Lois & Annette (2005) who showed that over 90% of the SSEs in Uganda are sole proprietorships. In terms of business sector, most SSEs are in

services 39(39%), implying that Uganda's economy is becoming service based.

For employees, most SSEs employed <5 workers 167(49%). For years spent in business, 235(67%) spent less than five years, implying a low level of business survival. The MoFPED (2008) indicated that on a cumulative basis, 37% of the small and medium enterprises in Uganda are less than five years old.

Level of Success among SSEs in Nakawa Division Kampala

Nakawa Division SSEs rated the extent to which they have been successful in their ventures on each item indicated in table 2.

Table 2: Level of Success

Internal Success	Mean	Interpretation	Rank
1 Profitability	3.18	Fairly successful	
2 Business Expansion	2.71	Fairly successful	
3 Improved Life	3.30	Fairly successful	
Average mean	3.06	Fairly successful	
External Success			
1 Increased Job Creation	2.92	Fairly successful	6
2 Increased Output	3.09	Fairly successful	4
3 Improved Public Relations	3.04	Fairly successful	5
4 Business Assets	3.26	Fairly successful	3
5 Improved Quality	3.70	Successful	1
6 Increased Trained People	3.62	Successful	2
Average mean	3.27	Fairly successful	
Overall average mean	3.17	Fairly successful	

The means in Table 2 demonstrated that SSEs in Nakawa Division Kampala rated their level of personal success as fair on all the three measures. Personal success was highest on improved life conditions (mean=3.30) and lowest on business expansion (mean=2.71). The overall mean (3.06) confirmed that entrepreneurs perceived themselves as fairly successful. This implies that where as SSEs earn relatively high profits, they put them on improving their life (e.g. buying good food and home utilities like TVs, radios, building good houses and sending their children to good schools) than expanding their ventures.

For external success, the means in Table 2 revealed that entrepreneurs rated themselves as fairly successful on four items and successful on two. Their external success was highest on improved quality (mean=3.70) and lowest on job creation (mean=2.92). This implies that SSEs are poor at creating jobs and good at maintaining quality. On the overall, SSEs rated themselves as fairly successful (overall mean=3.27).

Significant Differences in the Level of Success According to SSEs' Demographic Characteristics

To establish whether success differed significantly according to demographic characteristics, the researcher hypothesized that success does not significantly differ according to demographic characteristics. To test this null hypothesis, the computed mean indices in Table 2 were compared with demographic characteristics of SSEs; results are indicated in Table 3.

Differences in Levels of Success between Male and Female Entrepreneurs

The underlying assumption here was that the levels of success do not differ significantly between male and female entrepreneurs in Nakawa Division Kampala. The students' two independent samples t-test used to test this hypothesis are indicated in table 3A.

Table 3A: Difference in the Level of Success between Male and Female SSEs

Measures of Success	Sex	Mean	t-value	Sig.	Interpretation	Decision on H ₀
A. Internal/Personal Success						
1. Profitability	Male	3.32	4.162	0.000	Significant difference	Rejected
	Female	3.01				
2. Expansion	Male	2.85	3.297	0.001	Significant difference	Rejected
	Female	2.51				
3. Improved Life	Male	3.45	4.314	0.000	Significant difference	Rejected
	Female	3.10				
Overall Internal Success	Male	3.21	4.604	0.000	Significant difference	Rejected
	Female	2.88				
B. External Success						
1. Increased Job Creation	Male	3.04	3.702	0.000	Significant difference	Rejected
	Female	2.75				
2. Increased Output	Male	3.19	3.172	0.002	Significant difference	Rejected
	Female	2.94				
3. Improved Relations	Male	3.14	2.935	0.004	Significant difference	Rejected
	Female	2.92				
4. Increased Assets	Male	3.36	2.994	0.003	Significant difference	Rejected
	Female	3.12				
5. Improved Quality	Male	3.74	1.119	0.264	Significant difference	Rejected
	Female	3.64				
6. Increased Trained People	Male	3.82	4.860	0.000	Significant difference	Rejected
	Female	3.38				
Overall External Success	Male	3.38	3.820	0.000	Significant difference	Rejected
	Female	3.15				

Results in Table 3A indicated that internal success differed significantly between male and female SSEs (all sigs. < 0.05). As a result, the null hypotheses for all three components of internal

success were rejected and a conclusion made that levels of internal success differ significantly between male and female SSEs in Nakawa Division Kampala. Results indicated that male entrepreneurs were more successful than females.

Table 3A also indicated that external success significantly differed for all components except one; improved quality ($F=1.119$, sig. =0.264). Based on these results, the null hypothesis was rejected and a conclusion made that external success significantly differed, with male entrepreneurs are more successful than females. This may be due to big differences between men and women in most communities of Uganda. For example, in education, men have for a long time surpassed women, indicating that women skills are inadequate compared to men, explaining why men are more successful than women. This is supported by Mujtabah & Kaif (2011) in India, Tajaddini *et al* (2011) in Iran and so on. The other reason is the traditional inferiority complex in women. A few women put in the required effort and many believe that wonderful gains in business are achieved by men (Tajaddini *et al*, 2011). From the theoretical assertions of Delmar, personal characteristics such as gender impact significantly on venture success (Leavander & Racculla, 2001). Such characteristics according to Delmar are due to societal perceptions of the roles and strength of men and women, which propel men to exert more effort on business and other life endeavors.

Differences in Success among Entrepreneurs of Different Education Levels

The underlying assumption here was that success does not differ significantly among entrepreneurs of different education levels. Fisher's ANOVA was used to test it, as indicated in Table 3B.

Table 3B: Difference in the Level of Success According to Profile Characteristics

Variables compared	Categories	Mean	F	Sig.	Interpretation	Decision on Ho
Success Vs Education Level	Secondary	2.91	10.635	0.000	Significant difference	Rejected
	College certificate	3.15				
	Diploma	3.11				
	Degree	3.39				

Success Vs Age	Below 30 years	3.06	6.337	0.002	Significant difference	Rejected
	30 - 49 years	3.25				
	50 and above	3.40				
Success Vs Business Form	Sole proprietorship	3.05	13.368	.000	Significant difference	Rejected
	Partnership	3.30				
	Limited company	3.47				
Success Vs Years Spent in Business	Below 5 years	3.00	17.413	.000	Significant difference	Rejected
	5 - 9 years	3.37				
	10 and above	3.47				

Results in Table 3B indicated that the level of success differ significantly according to education level ($F = 10.635$, $sig. = 0.000$). In all cases, entrepreneurs who are more educated scored highly on the levels of success, implying that the more educated an entrepreneur is, the more chances of success and vice versa. This is in line with the environmental theoretical assertions that certain factors outside one's personality, influence entrepreneurial success (Drucker, 2005). Kunene's findings also showed that graduate entrepreneurs in South Africa were more successful in their ventures compared to none graduates, although the difference reduces beyond first or second degree. Barreira (2004) confirmed that individual qualities such as a degree from a reputable university are a prerequisite for success.

Results indicated that success significantly differed among entrepreneurs of different age groups ($F=6.337$, $sig. =0.002$), where the mean success for older entrepreneurs exceeded that of young entrepreneurs. These findings are in line with those of Mujtabah & Kaif (2011) in India and Kumar & Jain (2010) in Afghanistan. However, Kunene (2008) found that although the level of success for older entrepreneurs was slightly higher than that of the young, the difference was not statistically significant. This study found that the higher the age, the higher the level of success and vice versa, contrary to the findings of Kunene (2008) that at a very high age,

success levels are lower, agreeing with Rwigema & Venter (2004) that at a certain maximum age of 80, success levels are lower.

Table 3B indicated that success differs significantly according to business form ($F=13.368$, sig. = 0.000), suggesting that partnership and limited company ventures are more likely to succeed than sole proprietorships. These findings agree with Kunene (2008), where there were more sole proprietorship entrepreneurs who were less successful and more joint venture entrepreneurs who were more successful.

Results in Table 3B indicate that success differed significantly according to number of years spent in business ($F=17.413$, sig. = 0.000), suggesting that the more years one spends in business, the more chances of success and vice versa. This implies that it takes time for novice to achieve objectives. The findings agree with those of Kunene (2008), Barreira (2004) and Fielden *et al* (2000). All collaborate that the more years one manages a business, the more experience one acquires and the more chances of success.

Conclusions

It was observed that the level of external success among SSEs in Kampala is generally high, on aspects like job creation, quality and number of trained people. Most SSEs in Kampala are graduates, which is good to hear because such people are easy and good to deal with when spreading new ideas, especially those concerning business development.

Nakawa Division SSEs are least successful on most internal dimensions such as expansion (opening up another branch and increasing assets), business profitability and improved life. On external success, they are weak in training workers, maintaining adequate stock, public relations (e.g. instilling confidence in employees and customers and attending social functions).

The level of internal success differed significantly between male and female entrepreneurs in Nakawa Division. Men were more likely to succeed in a business than women. The level of external success significantly differed between male and female entrepreneurs. Male entrepreneurs in Nakawa Division were more successful compared to female entrepreneurs.

The level of success differed significantly among entrepreneurs of different educational levels, with graduates exhibiting higher success levels compared to those at lower

educational levels. However, the extent of business expansion and quality improvement did not significantly differ according to education level, although graduate entrepreneurs are still at advantage. Therefore, entrepreneurs who are educated, preferably up to a graduate level are more likely to succeed in business both internally and externally.

Generally, the level of success significantly differed according to age, where by SSEs who are higher in age are more likely to succeed compared to those of low age. However, levels of business expansion, improved relations, increased assets and quality did not increase with increase in one's age.

The level of success significantly differed among SSEs of different business forms. There tended to be more success with joint ventures compared to sole proprietorships. However, quality improvement did not differ among entrepreneurs of different business forms.

The level of success differed significantly according to number of years spent. The more years an entrepreneur manages a venture, the more chances of success and vice versa.

Recommendations

From the findings and conclusions reached in this study, the following recommendations are made.

- a) There is need by the government and women organisations to promote more women entrepreneurs in Nakawa Division, in order to promote gender equality in business and economic growth.
- b) There is need for the curriculum developers to promote entrepreneurial skills in universities and other training institutions. This study found more graduate entrepreneurs and diploma holders, therefore introducing entrepreneurial skills in training courses will go a long way in boosting performance of these entrepreneurs.
- c) The attention of organisations and authorities responsible for promoting entrepreneurs in Uganda and Nakawa Division in particular should be put on young entrepreneurs since they are the majority in Kampala.
- d) There is need by the entrepreneurship organisations to educate SSEs in Nakawa Division Kampala on formation of joint ventures since most of them are still running sole

proprietorships, which are more prone to risks and can hardly get assistance from organisations and loans from financial institutions.

- e) Small-scale entrepreneurs need to put much more effort on how to open up branches but must also be careful of when to do it to avoid ruining the mother branch and assets acquisition in their businesses as this helps in consolidating the business and increasing their wealth, other than keeping liquid cash, which can lose value and can easily be spent on less important and unplanned things. In all the efforts to open up another branch, the entrepreneur must consolidate the first branch or look for partners in the second branch. Kampala SSEs also need to look for avenues of increasing their revenue and profits. They can do this by forming strong associations through which they can collectively bargain for higher prices, look for bigger markets and advocate for reduced taxes among other things. The government also needs to help SSEs increase their revenue and profits, through reducing taxes and license fees.

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